

# Advanced Critical Thinking and Decision Making

Workshop #301 - One day - On-Site - Customized

This customized one day workshop, builds on skills learned in the “Critical Thinking for Problem Solving and Decision Making” or “Critical Thinking for Leaders” workshop. In this session we continue within the framework with advanced Decision Making and augment decision tools with a risk tool consisting of 11 components and the concept of a fuzzy criteria (i.e. the grey area), Preeminent Metrics, avoiding analysis paralysis, managing change, and use the advanced Decision Thinksheets. We’ll present additional conclusion tools to raise the confidence of a conclusion and exercises to present and critique those conclusions for support, buy-in, enrollment and approval. We push through the limits of conclusions with Outside-the-box, Abduction and Impossible critical thinking techniques. In addition, we practice the necessary skill for leadership; that of being a Thinking Coach, i.e. getting others to think critically.

## *Our Customization*

Continuing with our strategy of examples and exercises that contain relevant real world situations, we’ll use a real case issue of our client as we dive deeper into critical thinking of that decision. Prior to the workshop, we meet with some of the attendees, or team leader, to obtain an understanding of the work they do and specific objectives and challenges they have. With this, we create relevant examples and exercises for the workshop, and the appropriate cases.

## *Benefits for Participants of this workshop*

Participants in the workshop will gain additional practice with the core tools and learn additional techniques to create and make high confidence decisions. The Benefits include:

- Improved and faster, high confidence decision making
- Clear presentations of solution options to decision makers
- Organization buy-in and support for decisions
- Generating new and breakthrough solutions
- Creating an environment for innovative thinking
- Leadership skills for helping others think critically

## *Upon successful completion of this workshop, participants will be able to:*

- Thoroughly understand risks associated with a solution
- Present solutions in a way that enrolls and gains the support of others, including decision makers
- Use new techniques to generate “outside the box” ideas
- Lead others to think critically
- Create an environment for decision making and innovation

## *Not your average Class or Seminar!*

Like all HeadScratchers workshops, the education of our participants includes applying critical thinking tools and techniques in the real world on your actual business problems. Tools and Techniques are taught, and then practiced in class, on the actual problems, goals and issues of the participants. Then, when they return to the workplace, they already know how to apply what was just learned.

**Advance Critical Thinking and Decision Making**  
***“If everyone is thinking alike, then somebody isn't thinking.”***  
**George S. Patton, 1885 – 1945**

## Advanced Critical Thinking and Decision Making

**Overview:** This customized one day workshop, builds on skills learned in our “Critical Thinking for Problem Solving and Decision Making” workshop and focuses on the related topics of High Confident Decisions, Presenting Solutions, Risks, Innovation and Being a Thinking Coach

Participants are asked to bring a current issue they need to make a decision about (or influence a decision). Additional topics include: Influencing and Communicating ideas, Making Fast Decisions, Fuzzy Criteria, Analysis Paralysis, An 11-Point Risk model and template, Advanced Decision Criteria, Preeminent Metrics.

**Learning Objectives:** After completing this course, you will be able to:

- Be more practiced in the 3-step Critical Thinking Process
- Think through 11 risk factors and how they weigh in
- Be able to apply critical thinking to decisions that are not black and white (“fuzzy” decisions)
- Avoid Analysis Paralysis
- Creating credible presentations to present decisions for for buy-in and enrollment
- Be able to identify the “box” that constrains your current thinking
- Learn techniques to think “outside the box” and use “abductive” and “impossible” thinking
- Understand and practice the tools to sustain a critical thinking environment
- Be a Thinking Coach - Help others to use Critical Thinking and make decisions

### Course Outline:

We introduce and practice a variety of techniques to generate new, credible solutions and then practice presenting and critiquing the premises that support them. This includes;

- Using the core tools plus additional conclusion tools to create strong and credible arguments
- Using Innovation techniques to create new solutions beyond “the box”.
- Presenting your conclusions and critiquing others
- Our 11 component Risk tool that helps identify what the risks are and what to do about them.
- Lastly, critical thinkers need to be thinking coaches to get others to think critically.

### Topics Covered:

- Clarity - Additional tools to ensure Clarity;
  - What Else and Anticipatory Thinking
- Decisions - Taking action and the Decision Thinksheet
  - Risk Criteria – A 11 point Risk model that helps you evaluate the risk, w/exercises (Downsides, Downside Probability, Upside, Upside Probability, Downside Absorption Capability, Ignoring Statistical Downside, Controllability, Necessity of Upside, Reversibility, Mitigation Strategy, Preeminent Metrics)
  - Fuzzy Criteria – Not all the criteria of a decision are black and white. This topic looks at the grey ones
  - Fast, high confident decisions and avoiding analysis paralysis
  - Case study of a decision
  - Decisions and Change
- Conclusions - Create Solutions and the Conclusion Thinksheet
  - Credibility and Consistency - Increasing the strength of your premise
  - Argument Analysis – Review for and against arguments as elements of conclusions
  - Presenting your solutions to influence, enroll, and get approval
- Innovation - Creating an environment and stimulating creativity and innovation
  - Thinking Outside-the-Box - Challenging the Premise (What if?, What other?)
  - Abductive Thinking - Thinking beyond your experience
  - Impossible Thinking -To generate Breakthrough ideas
- Being a Thinking Coach
  - Jobs Description and Rules
  - Role Play
- Next Steps - Your plan to implement your learning (for yourself and your team)

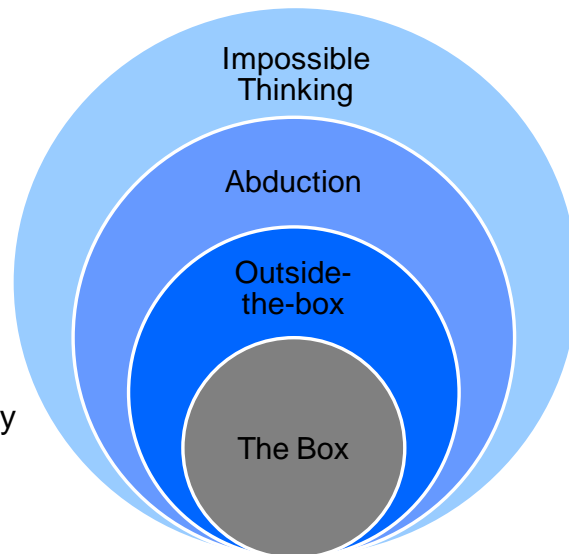
## Decisions and Risk



## The world of conclusions and innovation

Outside-the-box,  
Abductive and  
Impossible thinking  
produce solutions you  
cannot reach otherwise

The Box – your everyday  
Automatic and Critical  
Thinking Conclusions



### *Materials attendees will receive:*

- A workbook containing
  - Copy of slides used in the course
  - Helpful hints
  - An appendix - List of places to use critical thinking and 100 questions to ask
  - Thinksheets that guide participant through the critical thinking process
  - Blank Thinksheets that can be used post course
- A free subscription to The HeadScratcher Post, a monthly, one page, thought provoking Newsletter about some technique or tool related to Critical Thinking.
- Laminated sheets containing summary of tools and our “The 10 minute Thinksheet”

### *Who should attend this course?*

Senior Individuals, Supervisors, Managers and Directors who make significant business affecting decisions and/or manage teams and/or projects. Participants should have at least 5 years of experience in the workplace, and at least a few years at the senior individual or managerial level.

### *Duration:*

One day, usually from 8:00 A.M. to 4:15 P.M.

### *Delivery Method:*

Group-Live, On-Site at your location  
Maximum of 25 Participants per class

***Prerequisite:*** At least 5 years experience in the workplace. Must have been a prior participant in HeadScratchers “Critical Thinking for Problem Solving and Decision Making” or “Critical Thinking for Leaders”

### *How we prepare for the Workshop:*

Some of the participants, or the sponsor, organizer, or manager(s) of a team, are interviewed (via phone) for about 20-30 minutes with questions about the participants responsibilities and the scope of the problems they resolve, and decisions they make. Alternatively this can be in the form of a questionnaire. From these interviews we tailor the content, break-out exercises and examples to be relevant for the participants and to maximize the learning.

### *How you prepare for the Workshop:*

We suggest participants come to the workshop with a few tasks, problems or goals from their work. The workshop is fast passed and builds upon the learning, so the participants should plan and devote the full day for the class. Of course, we understand if an urgent matter occurs.

If the culture is such that the participants will perform pre-work, we’ll ship “Think Smarter” the book, prior to the class and ask for a few chapters to be read. In this way we can spend less time introducing some of the tools and more time devoted to exercises that practice them.



### *Multiple curriculums for varied attendees:*

In addition to customizing the content, we also vary the approach to accommodate various configurations of attendees and needs. These include:

- **Advanced Critical Thinking and Decision Making for Supervisors and Managers**  
For relatively junior managers the examples and exercises are weighted towards creating solutions and presenting those recommendations to obtain approval for decisions outside their authority, and leading their team with Critical Thinking.
- **Advanced Critical Thinking and Decision Making for Senior Leaders**  
For more senior managers, the course content, examples and exercises focused on leading an organization to think critically and making high confident, innovative decisions.
- **Advanced Critical Thinking and Decision Making for Executives**  
This is a highly specialized and often shortened class to provide executives with an overview of Advanced Decision Making and creating a critical thinking organization.

**Complete curriculum customization** is available for special needs or for a mixture of attendees.

### *How to Arrange for a Workshop*

For on-site workshops, fees and scheduling please contact:

Mike Kallet

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720-493-8567

### *Contact Information:*

For more information about the workshops please contact us at 720-493-8567 or [info@headscratchers.com](mailto:info@headscratchers.com) or visit our website at [www.headscratchers.com](http://www.headscratchers.com)



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